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Global Environmental Management Support Program (GEMS): **FIRST SEMI-ANNUAL PROGRESS REPORT**



26 April 2012 [COR Review Draft](#)

This publication was produced for review by the United States Agency for International Development (USAID). It was prepared by Mark Stoughton and Kristin Taddei of The Cadmus Group, Inc. under USAID's Global Environmental Management Support (GEMS) project.

Cover photo: A newly made fishing boat waits to join the fishing fleet at Dixcove-Busua Beach Ghana, site of the GEMS-delivered 2012 Africa Regional Environmental Compliance—ESDM Workshop for USAID Staff. The fishery is critical to Ghana's food security but faces threats that will require careful management. Photo: M Stoughton.

Global Environmental Management Support Program (GEMS) FIRST SEMI-ANNUAL PROGRESS REPORT

26 April 2012 **COR Review Draft**

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Prepared under:

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- A. Detailed Workplan
- B. GEMS Factsheet
- C. GEMS Pricing and Ordering Guide

Acronyms

AFR	USAID Bureau for Africa	FFP	Food for Peace
AFR/SD	USAID Bureau for Africa, Office of Sustainable Development	FP	Fixed Price
AOR	Agreement Officer's Representative	GEMS	Global Environmental Management Support
BEO	Bureau Environmental Officer	GH	USAID Bureau for Global Health
BPR	Environmental Procedures Best Practices Review	GSA	(US) General Services Administration
CFR	Code of (US) Federal Regulations	IEE	Initial Environmental Examination
CO	Contracting Officer	IRS	Indoor Residual Spraying
COR	Contracting Officer's Representative	SMTN	Sun Mountain International
CLIN	Contract Line Item Number	LAC	USAID Bureau for Latin America and the Caribbean
DCHA	USAID Bureau for Democracy, Conflict, and Humanitarian Assistance	MAS	Multiple Award Schedule
EA	Environmental Assessment or East Africa	MYAP	Multi-Year Assistance Program
EMCB	Environmental Management Capacity-Building (Program)	ME	USAID Bureau for the Middle East
ENCAP	Environmentally Sound Design and Management Capacity Building for Partners and Programs in Africa	PEA	Programmatic Environmental Assessment
ESDM	Environmentally Sound Design & Management	REA	Regional Environmental Advisor
FAA	Foreign Assistance Act	T&M	Time and Management
		US	United States
		USAID	United States Agency for International Development

I. About GEMS & This Report

A. GEMS

GEMS is a global program implemented under a USAID Africa Bureau contract providing on-demand environmental compliance, management, and sound design support to USAID's Environmental Officers, individual agency operating units and their projects and programs.

The Africa Bureau developed GEMS collaboratively with other USAID bureaus, and the program was therefore made global in scope. Subject to available ceiling, GEMS services are available to any bureau or operating unit that elects to incrementally fund the contract.

GEMS is USAID's first multi-bureau support program in this area. It effectively replaces previous bureau-specific programs, such as the Africa Bureau's long-running ENCAP project, the Asia/Middle East Bureau's EMCB project, and the Global Health Bureau's EMCAB project. GEMS was designed with a wide scope of services including training, guidance development, Reg. 216 document development, BEO/REA backstopping, and field monitoring, among others.

GEMS was awarded in late September 2011 to The Cadmus Group, Inc. under the GSA Multiple Award Schedules (MAS) program. The award is for a one-year base period, with a one-year option period.

The core team includes principal partners Cadmus (prime contractor) and Sun Mountain International, who together provide the primary environmental compliance/environmentally sound design and management expertise. Other core team members are DAI, World Education, Inc. and Eurasia Environmental Associates, LLC. A number of on-call local partners may be engaged depending on the location of programmed activities.

More information about GEMS is provided in the attached *GEMS Factsheet* (Attachment B) and the *GEMS Pricing and Ordering Guide* (Attachment C).

B. This Report

The GEMS award requires that "Semi-Annual Progress Reports" be submitted 6 months after the award, and every 6 months thereafter. This report is submitted in compliance with this requirement. As specified by the award, this report describes "the work accomplished and its relation to the work plan; gaps in performance, the reasons for these gaps, steps taken to address any problems; and the use of all databases and systems.

2. Work Accomplished, In-Progress, and Planned

The current GEMS workplan and funds/ceiling tracking tool is attached (Attachment A). This Microsoft Excel workbook documents all GEMS activities in-progress, completed, and planned. This section draws on this full workplan, highlighting and summarizing the overall program of work.

This section also provides additional information regarding institutional technical lead and staffing for these activities. This information is provided to better permit evaluation of the team's performance against (1) the GEMS key implementation principle of extensive use of developing-area professionals and partners; and (2) the team's commitment to near-equal utilization of Cadmus and SMTN as primary technical partners.

It is important to note that GEMS is an on-demand support mechanism, and the workplan is thus continually evolving. The process for programming and pricing GEMS activities is explained in the attached *GEMS Factsheet* (Attachment B) and *GEMS Ordering and Pricing Guide* (Attachment C).

A. Major Activities Completed & Complete Except for Final Reporting

The table below lists major activities completed and those complete except for final reporting. Please note:

- this list is not exhaustive and does not include some smaller activities; see workplan.
- the Bureau affiliation of GEMS activities is denoted by the leading two letters of their activity number: AF—Africa Bureau; AS—Asia/Middle East Bureaus; DC=DCHA; EG=EGAT; GH=Global Health; LA=Latin America & Caribbean)

	Activity	STTA Trips	Tech. Lead	Key Staff (nationality)
AF1b	Namibia BPR*	Namibia	DAI	S. Romanoff (US); W Fisher (US)
AF2	Preplanning—Ghana Workshops	Ghana	Cadmus	R. Chekenya (Zimbabwe)
AF3	AFR Regional USAID Staff Environmental Compliance/ESDM Workshop – Ghana*	Ghana	Cadmus	M. Stoughton (US); S. Solberg (US); R. Chekenya (Zimbabwe)
AF4	Ghana Staff and Partners Environmental Compliance/ESDM Workshop*	Ghana	Cadmus	R. Chekenya (Zimbabwe); J. Azu (Ghana)
AF5a	Pre-planning for USAID/Zambia Staff and Partners Environmental Compliance – ESDM Workshop	Zambia	Cadmus	R. Chekenya (Zimbabwe)
DC1	"Environmentalizing" MYAP M&E Indicator Frameworks - DRC, Burkina, S. Sudan	DRC, Burkina Faso	SMTN	S Solberg (US); M Seager (US); S Espinosa (Ecuador); F Littlejohn Carrillo (Mexico); H Eysenbach (US); J Kahata (Kenya); Z Ramanase (Madagascar); B Myton (US); D Selener (Argentina); C Kelly (US); TD Jose (India)
GH1	Malawi IRS Oversight/ Inspection Visit	Malawi	Cadmus	A. Schroeder (US)
LA4	Jamaica LAC DA Reg. 216 Training Workshop	Jamaica	SMTN	S Solberg (US); M Hendrickson (US)
LA5a	Haiti Reg. 216 Workshop Preplanning*	Haiti	SMTN	F. Littlejohn Carillo (Mexico)
LA12a	Peru and South America Regional Reg. 216 Training Workshop – Preplanning	Peru	SMTN	M. Hendrickson (US)
LA12b	Peru and South America Regional Reg. 216 Training Workshop – Delivery	Peru	SMTN	S. Solberg (US); M. Hendrickson (US); S Espinosa (Ecuador); D Vallejo (Ecuador)

*Completed except for final reporting

B. Major Activities in Progress

The table below lists major activities currently in active implementation. (Note that this list is not exhaustive and does not include some smaller activities and activities authorized but not yet active; please see workplan.)

	Activity (est. completion/delivery date)	STTA Trips	Tech. Lead	Key Staff (nationality)
DC3	DCHA BEO Backstopping (ongoing)	---	SMTN	S Solberg (US); M Seager (US); K Bennett (US); H Eysenbach (US); S Espinosa (Ecuador); D Griswold (US); B Smith (US); C Kelly (US)

Activity (est. completion/delivery date)		STTA Trips	Tech. Lead	Key Staff (nationality)
DC4	FFP Environmental Budgeting & Environmental Indicators Guidance (DRC, Ghana	SMTN	S Solberg (US) M Seager (US), F Littlejohn Carrillo (Mexico); D Selener (Argentina); D Stone (Ireland); Z Ramanase, (Madagascar); J Kahata (Kenya); TD Jose (India); S Romanoff (US); B Myton (US).
DC6	Fumigation PEA (mid-June 2012)	Ethiopia, Djibouti	Cadmus	W Fisher (US); K Menczer (US); S Bhadriraju (US) J Martin (US); M Babu; (Kenya)
EG2	X-Bureau Reg. 216 Database Support (Sept 2012)	---	Cloudburst	J Ploetz (US), T Mon (US)
EG5	Portable Version of 2-day Env Compliance-ESDM Primer Training for USAID Staff (June)	----	World Educ.	B Gragg (US)
GH6	Malaria Vector Control PEA Finalization (May)	----	Cadmus	R Krieger (US); S Anderson (US); J Jolley (US)
LA6	Haiti DA Reg. 216 Training Workshop (delivery 23-27 April)	Haiti	SMTN	S Solberg (US). F Littlejohn Carilo (Mexico); O Carville (Haiti)
AF1c	East Africa BPR (early June)	Kenya*	Cadmus	J. Kahata (Kenya);
AF7	EA Guidance (mid-July)	--	EEA	T Van Epp (US); W Fisher (US)
AF14	USAID/Zambia Staff and Partners Environmental Compliance – ESDM Workshop (delivery 7-11 May)	Zambia	Camus	R. Chekenya (Zimbabwe); J Kahata (Kenya)
AF16	USAID/South Sudan FARM PERSUAP Update (end May)	South Sudan	Cadmus	J. Kahata (Kenya); A. Schroeder (US)
AS2	Bangkok Regional Workshop (delivery 21-25 May)	Thailand	Cadmus	P Hall (US); S Solberg (US)
LA1	LAC Regional Reg. 216 Training (delivery 18-22 June)	Ecuador	SMTN	S Solberg (US); TBD.
XB3	GEMS Website Implementation (ongoing)	---	Cadmus	J O'Grady (US)

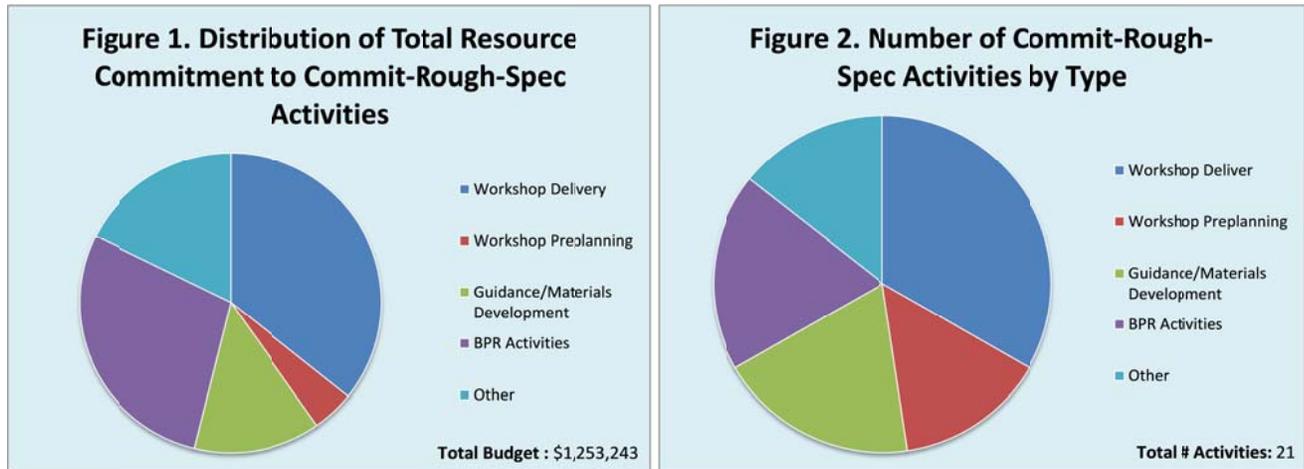
*does not involve travel as the BPR consultant is based in Nairobi. Activities planned

Activities planned but not yet in implementation fall into two categories, indicated in the “workplan status” column of the detailed workplan.¹

- “Commit—rough spec” activities are those considered sufficiently firm by the cognizant BEO/activity manager that funds and CLIN orders are reserved for the activity on the basis of an indicative budget, though a final activity specification is not yet in place. (That is, funding and CLIN commitments have been made on the basis of a rough specification.)
- Activities designated “wait” are more tentative. Usually they indicate an activity that *may* be undertaken, funds or key stakeholder availability and interest permitting. Because they are more tentative, neither funds nor CLIN orders are reserved for these activities.

¹ Occasionally, an extended period will pass between approval of an activity specification and initiating implementation of the activity. Currently, only the Madagascar BPR (in-country phase at the end of May) is in this category.

As a group, the 21 activities are currently designated “commit-rough spec” are the best indicator of activities to come. These activities are summarized by the following charts:



C. Technical Scope of Programmed Activities Compared to the Award Scope of Work

As noted, GEMS has a broad scope of work, covering most foreseeable environmental compliance/ environmentally sound design and management support tasks. Activities so far programmed (i.e. those designated “FSA” or “commit—rough spec”) cover a significant portion of this scope, but there are some notable gaps:

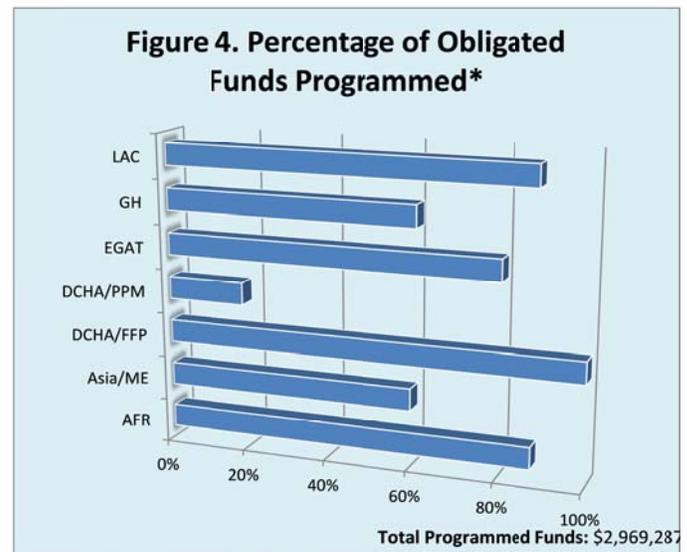
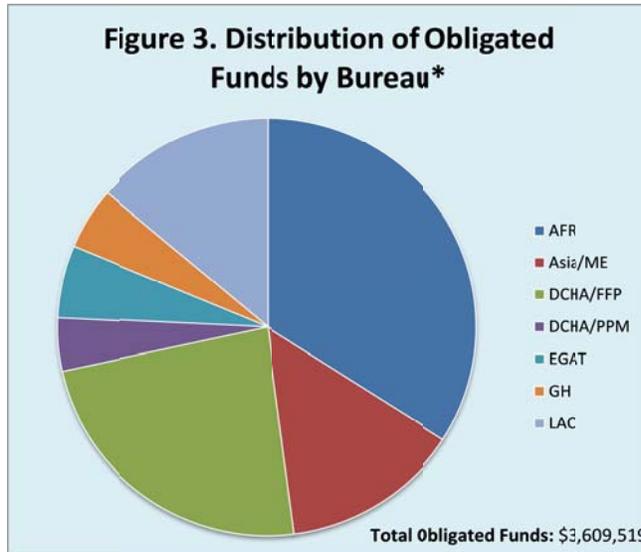
- **Fixed-price CLINS corresponding to simpler environmental compliance support and capacity-building tasks have yet to be programmed.** These are the shorter (1-2 day) trainings and IEE/Reg. 216 documentation development. While GEMS is being utilized extensively in these areas, it is to date for longer, more effort-intensive or technically complex tasks. This is reflected in T&M labor utilization that is higher than originally anticipated. (See below).
- **Environmental analyses other than environmental assessments.** The GEMS scope permits FAA 118/19 assessments, climate vulnerability analyses and other environmental studies and analyses other than those implicated in 22 CFR 216 compliance. No such analyses have been programmed to date.
- **Activities in the areas of Strategic Communications for Improved Environmental Management have yet to be programmed.**

D. Overall Financial Summary & Distribution of Programmed Activities by Bureau

Figure 5 at the end of this section provides the current overall financial statement for GEMS. It is reproduced from the workplan and funds/ceilings tracking tool. In summary:

- As of mid-year, the funds obligated to GEMS (\$3.6mn) are slightly less than 50% of the year 1 contract ceiling of approximately \$7.8mn, meaning that substantial ceiling for mission buy-in remains. Mission buy-ins to date total \$229,955 from 4 missions/operating units. While at least two more buy-ins are firmly committed and several more have been mooted, it seems likely that at least \$1.5mn of GEMS ceiling will remain at the end of year 1.
- Of the \$3.6mn in obligated funds, about 82% have been programmed. (That is, budgeted to activities with FSA or “commit-rough spec” status.) A substantial portion of the uncommitted balance (which lies entirely in the core bureau funding) is likely to be programmed within the next two months, including to cross-bureau activities.

- Bureaus bought into GEMS at different levels (Figure 3) with AFR and DCHA the largest contributors. But beyond this, they have moved at different speeds to program their funds, as illustrated by Figure 4. DCHA/FFP funds are essentially fully programmed; Global Health, Asia/ME and DCHA/PPM have substantial unprogrammed balances, at least on a percentage basis.



*Mission buy-ins are aggregated with their affiliated bureau

Figure 5. GEMS Global Report

OVERALL FINANCIALS

Funding source:	Act Mngr	Obligated Amt	Programmed amount (includes rough & final spec activities)	Uncommitted Balance	Accrual	Invoiced Amount
TOTAL		\$ 3,609,519	\$ 2,969,287	\$ 640,232	\$ 127,199	\$ 447,979
BURKINA FASO (30K forthcoming)	Bernhard		\$ -	\$0	\$ -	\$ -
GH/HIDN GH-HN Program Funds	Bernhard	\$ 145,000	\$ 74,934	\$70,066	\$ 6,547	\$ 46,497
RWANDA (GH)	Bernhard	\$ 30,000	\$ 32,018	(\$2,018)	\$ -	\$ -
HAITI	Bullen	\$ 140,000	\$ 138,791	\$1,209	\$ -	\$ -
JAMAICA	Bullen	\$ 59,955	\$ 59,955	\$1	\$ -	\$ 41,525
LAC/RSD LAC Program Funds	Bullen	\$ 300,000	\$ 243,834	\$56,166	\$ 11,746	\$ 13,524
LAC Conserv Init for Andean Amazon	Bullen		\$ -		\$ -	\$ -
DCHA/FFP DCHA Program Funds	Clesceri	\$ 855,000	\$ 852,264	\$2,736	\$ 6,549	\$ 227,849
DCHA/PPM	Clesceri	\$ 150,000	\$ 28,164	\$121,836	\$ -	\$ 4,596
AFR/SD AFR Program Funds	Hirsch	\$1,229,564	\$ 1,079,485	\$150,079	\$ 95,308	\$ 88,286
EGAT/ESP EGAT-ESP Program Funds	Bernhard	\$ 200,000	\$ 160,668	\$39,332	\$ 3,683	\$ 12,175
ASIA/SPO ANE Program Funds	MacLeod	\$ 500,000	\$ 299,174	\$200,826	\$ 3,367	\$ 13,525
ABOVE FIGURES DO NOT INCLUDE X-BUREAU ACTIVITIES EXCEPT PROJECT MANAGEMENT						

CEILING TRACKING

OVERALL	Ceiling	Programmed	Available	Ceiling Check - Sur	Accrual	Invoiced
Year 1 FP	\$ 3,162,170	\$ 1,199,554	\$ 1,962,616	\$3,162,170	\$ 79,006	\$ 160,169
Year 1 T&M	\$ 3,104,050	\$ 1,321,070	\$ 1,782,981	\$3,104,050	\$ 43,257	\$ 259,220
Year 1 Travel	\$ 1,495,701	\$ 561,309	\$ 934,392	\$1,495,701	\$ 42,513	\$ 51,942
Year 1 Total	\$ 7,761,921	\$ 3,081,932	\$ 4,679,989	\$7,761,921	\$ 164,776	\$ 471,331

Important notes for Figure 5: Core Bureau funding balances are slightly lower in reality than shown. While we have invoiced approx. \$6.2K to date for approved cross-bureau activities beyond project management, the tool is not yet debiting those costs against the various bureau funding streams. This \$6.2k must in reality be allocated against the various core bureau funds. This functionality update is being implemented in the tool

Contract management costs remain allocated by core bureau funding share. As we have received no further direction on this issue, we continue to allocate contract management costs by the simplest default decision rule that we have used since Nov: contract management costs are assessed in their entirety against core bureau funds, allocated according to the fraction of such funding held by each bureau.

3. Difficulties Encountered/Gaps in Performance & Steps Taken

A. CLIN Ceiling Limits

The CLIN ceilings specified in the GEMS award represented USAID’s pre-award “best guess” about the aggregate GEMS ordering anticipated across the participating bureaus and missions. This best guess was made on the basis of available information as the GEMS solicitation was being planned.

Even at the time of the GEMS kick-off meeting in November, it was becoming clear the activities commissioned by the various bureaus and missions—collectively, the GEMS workplan—were resulting in a pattern of CLIN orders that diverged from that envisaged in the award in three significant ways.²

1. **Whereas the award envisioned a 2:1 ratio of fixed-price to T&M orders (dollar basis), the actual ratio was and remains approximately 1:1.** This is because Bureau demand for GEMS services has been equally split between work that is defined as FP and as T&M by the GEMS award. The latter includes the more technically complex environmental review activities for which FP CLINS do not exist.
2. **T&M utilization was and is more heavily weighted to senior-level staff/consultants than anticipated by the award.** This is driven by the nature of the tasks themselves. Field IRS inspections and fumigation PEAs, for example, require highly experienced and technically qualified personnel, as does field guidance development in technically complex areas. Needs are reflected in the staffing requirements communicated by the GEMS activity managers (BEOs).
3. **Travel/Materials/Logistics (CLIN 00T) costs were and are higher as a ratio of total costs than anticipated.** In part, this is a corollary to the use of significant T&M resources for field-focused activities such as the fumigation PEA and MYAP support. In part, it appears to reflect an under-estimation of the travel and logistics costs involved in the FP items that are being ordered such as 4-5 day workshops and BPRs. 00T cost build-ups for these activities are transparent, and are consistent with years of experience under GEMS predecessor projects such as AFR/SD’s ENCAP and ME/TS’s EMCB.

These ordering patterns were in each case directly attributable to and arose in direct response to bureau and mission needs. Their effect was that by early February 2012, GEMS was not able to accept new tasks that required senior-level T&M for training or environmental review. And it was clear that GEMS would be soon unable to accept new tasks that requiring travel. These constraints would have significantly diminished the ability of GEMS to achieve its mission by providing flexible, on-demand environmental compliance/sound design and management support to USAID.

² In this discussion, “commissioned activities” and CLIN “orders” refer to “FSA” and “commit rough-spec” activities.

Cadmus had appraised the COR in November of this situation likely developing, and kept him apprised as the workplan developed further and this ordering pattern continued. The COR took up the matter with the CO, who issued a cost-neutral CLIN ceiling adjustment on 14 March, 2012 that reallocated ceiling from fixed-cost to T&M CLINS and 00T (travel and logistics), consistent with ordering patterns to date.

B. Delays in Initiation of Cross-Bureau Activities

At the November 2011 kick-off meeting, the GEMS BEOs agreed in principle to pursue 3 cross-bureau activities: a GEMS website, harmonized sectoral environmental guidelines, and harmonized “core” environmental compliance-ESDM training materials. The GEMS team was instructed to develop proposed technical approaches and budgets for these activities, with the BEOs planning to reconvene in December to review, and hopefully endorse a technical approach and agree on respective funding contributions. The GEMS team submitted the results of these scoping exercises on 8 December 2011 (Guidelines and Training Materials) and 20 December 2011 (website page mock-ups).

However, the anticipated December BEO meeting did not occur and attempts to convene conference calls of the BEOs were not successful due to scheduling conflicts. The GH BEO was able to successfully convene a meeting on (28 March 2012) which reached a number of decisions on the website. With the direction provided, the GEMS Team Leader developed an activity specification for website development and submitted it to the GEMS COR on 2 April 2012. The specification was approved by the COR on 24 April.

The scheduled 3 May 2012 “GEMS mid term” meeting is expected to result in decisions on the remaining 2 cross-bureau activities.

Note that systemic approval delays have been confined to cross-bureau activities, and can be attributed to the difficulties of coordinating a large number of decision-makers.

C. Delays in Completing the On-line GEMS Project Management Tool

The GEMS award requires development of an “activity and budget management database to track level of effort and funding commitments and expenditures planned, underway and expended, and with the ability to track and report on multiple sources of funding.” After a set of planning/design calls and proof-of-concept development, the proposed technical specification for the tool, which would be developed on the salesforce.com online platform was delivered to the COR on 2 December 2012. COR authorization to proceed was received on 10 April 2012. During the intervening 4-month period, further substantive development of the tool was necessarily in suspense.

4. Databases and Data Systems

GEMS is currently engaged in maintaining and/or developing five databases/data systems:

1. **GEMS Shared Electronic Workspace.** <http://afr-sd.sharepoint.afr-sd.org/gems/default.aspx>. This sharepoint site, hosted on an AFR/SD server, serves as a deliverables archive and, as needed, collaboration space.
2. **On-line GEMS project management tool.** Described under 3.C above, this tool is being developed on the salesforce.com platform. After development being greenlighted on 10 April, we expect to begin loading data into the system for testing during the first week of May.
3. **Google “DCHA Environmental Compliance Management Site”** which exists to store and manage the DCHA BEO’s Reg 216 Documentation Queue. This site, within the USAID google sites “space” was developed under the DC3 DCHA BEO Backstopping Activity.

4. **GEMS website.** The GEMS website was approved by the COR on 24 April, and development is just commencing. This will be an external (non-usaid.gov domain site) hosted on an AFR/SD server.
5. **USAID Environmental Compliance Database.** <http://gemini.info.usaid.gov/egat/envcomp/>. As of 1 April 2012, maintenance and further development of USAID's cross-bureau database of cleared 22 CFR 216 documentation transitioned to GEMS. The technical lead for this activity is The Cloudburst Group, which developed and previously maintained the database as a subcontractor to International Resources Group under an EPIQ II Task Order.

Attachment A: GEMS Workplan and Funds/Ceilings Tracking Tool

26-Apr-12

GEMS Global Report

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CEILING TRACKING

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Year 1 Total	\$ 7,761,921	\$ 3,081,932	\$ 4,679,989	\$7,761,921	\$ 164,776	\$ 471,331

Management CLINS	FP/T&M	Ceiling Qty	Unit Cost	Ordered	Available	Accrual	Invoiced
01A contract management, database & re	FP	1	213677	1.00	0	0.0	0.4
01B database subscription	FP	10	600	10	0	0.0	10.0

85470.8

Training CLINS	FP/T&M	Ceiling Qty	Unit Cost	Ordered	Available	Accrual	Invoiced
02A 1-day training	FP	5	\$ 20,534	0	5	0.0	0.0
02B 2-day training	FP	5	\$ 23,492	0	5	0.5	0.0
02C 3-day training	FP	5	\$ 28,697	0	5	0.0	0.0
02D 4-5 day training	FP	25	\$ 36,860	13	12	1.0	1.5
02E preplanning 1-2 day training	FP	5	\$ 10,079	0	5	0.0	0.0
02F preplanning 3-5 day training	FP	30	\$ 13,408	10	20	1.0	1.0
02G JNR Training Analyst/Facilitator	T&M (days)	200	\$ 591	58.5	141.5	0.8	8.6
02H MID Training Analyst/Facilitator	T&M (days)	275	\$ 832	130	145	19.0	13.0
02I SNR Training Analyst/Facilitator	T&M (days)	275	\$ 1,220	131	144	7.4	10.4

Tech & Analytical Support CLINS	FP/T&M	Ceiling Qty	Unit Cost	Ordered	Available	Accrual	Invoiced
03A Level 1 Env Review	FP	10	\$ 806	3	7	0.0	0.0
03B Level 2 Env Review	FP	10	\$ 2,708	3	7	0.0	0.0
03C Level 3 Env Review	FP	10	\$ 5,415	3	7	0.0	0.0
03D EA Scoping--Minimal Pub. Consult.	FP	5	\$ 16,885	0	5	0.0	0.0
03E EA Scoping--Signific Pub. Consult.	FP	5	\$ 31,746	0	5	0.0	0.0
03F FAA 118/119 Analyses	FP	4	\$ 59,641	0	4	0.0	0.0
03G JNR Analyst	T&M	400	\$ 696	174.5	225.5	2.6	18.4
03H MID Analyst	T&M	550	\$ 979	215	335	9.6	22.4
03I SNR Analyst	T&M	575	\$ 1,436	283	292	1.2	68.3

KM, Learning & Communic. CLINS	FP/T&M	Ceiling Qty	Unit Cost	Ordered	Available	Accrual	Invoiced
04A Docum Translation from English	FP (/page)	301	\$ 40	0	301	0.0	0.0
04B Consec Oral Interpret into English	FP (/day)	40	\$ 250	0	40	0.0	0.0
04C Env Procs Best Practice Review	FP	18	\$ 33,983	10	8	0.5	0.0
04G JNR Analyst	T&M	325	\$ 626	147	178	6.4	37.8
04H MID Analyst	T&M	250	\$ 881	75	175	0.0	10.0
04I SNR Analyst	T&M	275	\$ 1,292	94.5	180.5	0.9	50.7

37560

Travel & Transport CLIN	FP/T&M	Ceiling Qty	Unit Cost	Ordered	Available	Accrual	Invoiced	
00T Travel, Transport & Per Diem	reimburse @ cost	1495701	\$	1	\$ 561,309	\$ 934,392	42,513.5	51942.1

(base year)

IMPLEMENTING MECHANISM FACTSHEET

GLOBAL ENVIRONMENTAL MANAGEMENT SUPPORT (GEMS)

CONTENTS

1. GEMS Overview
2. Implementers
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1. GEMS OVERVIEW

GEMS is a global program implemented under a USAID Africa Bureau contract which provides on-demand environmental compliance, management, and sound design support to USAID's Environmental Officers, individual agency operating units and their projects and programs.

The Africa Bureau developed GEMS collaboratively with other USAID bureaus, and the program was therefore made global in scope. Subject to available ceiling, GEMS services are available to any bureau or operating unit that elects to incrementally fund the contract.

GEMS effectively replaces certain USAID environmental compliance support programs, such as the Africa Bureau's long-running ENCAP project, the Asia/Middle East Bureau's EMCB project, and the Global Health Bureau's EMCAB project.

2. IMPLEMENTERS

GEMS was awarded in late September 2011 to **The Cadmus Group, Inc.** under the GSA Multiple Award Schedules (MAS) program.

The core team includes principal partners Cadmus (prime contractor) and Sun Mountain International, who together provide the primary environmental compliance/environmentally sound design and

management expertise. Other core team members are DAI, World Education, Inc. and Eurasia Environmental Associates, LLC.

A number of on-call local partners may be engaged depending on the location of programmed activities.

3. PERIOD OF PERFORMANCE

GEMS is authorized for a 1-year base period beginning late September 2011, with an option to renew for a second year. The program cannot be extended beyond end September 2013.

4. SCOPE OF SERVICES

A broad range of environmental compliance, management, and sound design support services are available under GEMS, including but not limited to:

- A. TRAINING.** Planning, design and delivery of general and sector-specific training in environmental compliance and environmentally sound design and management; development of training curricula and materials; and development and delivery of online/distance learning on these topics.
- B. GUIDANCE, TOOLS AND SYSTEMS.** Development and review of environmental compliance/best practice guidance for individual projects or sector programs. Development of software/IT and other tools and systems to support environmental compliance, management and M&E from mission portfolio to project level.
- C. 22 CFR 216 DOCUMENTATION.** Development and review of documentation prepared under USAID Environmental Procedures (22 CFR 216), including Initial Environmental Examinations (IEEs), scoping statements, and Environmental Assessments (EAs) and Programmatic Environmental Assessments (PEAs), including health, gender and social impacts analyses.

D. EMMPs/EMPRs. Development and review of Environmental Mitigation and Monitoring Plans (EMMPs) and Environmental Mitigation Plans and Reports (EMPRs) and TA to support to field implementation of such plans.

E. COMPLIANCE ASSESSMENTS, FIELD MONITORING AND EVALUATION.

Environmental compliance assessments, from mission portfolio to project and site-level. Field monitoring and evaluation of environmental compliance/management.

F. ENVIRONMENTAL MANAGEMENT IN DISASTER ASSISTANCE. Support to environmental management of disaster assistance, including rapid environmental assessments (REAs).

G. BEO, REA AND MEO SUPPORT & BACKSTOPPING. Screening and quality control of submitted 22 CFR 216 documentation and advice/TA for IPs and USAID staff developing this documentation.

H. OTHER ENVIRONMENTAL ANALYSES. Scoping, development and review of FAA 118/119 analyses, climate vulnerability assessments, health and social impact assessments, among others.

I. HOST COUNTRY ENVIRONMENTAL MANAGEMENT CAPACITY. Capacity-building of host country environmental management systems and professionals.

J. KNOWLEDGE MANAGEMENT, LEARNING & COMMUNICATIONS. Web-based and hardcopy dissemination of environmental management guidance, strategic and high-impact environmental communications, environmental management community-of-practice development and support.

5. ACCESSING GEMS SERVICES

Bureau Environmental Officers (BEOs) from participating Bureaus serve as Activity Managers for GEMS activities within their region/sector. In this capacity, they are “gatekeepers” for the GEMS work plan, in consultation with the COTR.

Operating units interested in accessing GEMS services, whether funded by the participating Bureaus or with their own buy-in funds, should first contact the relevant BEO/Activity Manager. See contact list at right.

The Activity Manager will work with the requesting operating unit and the prime contractor to reach an agreed scope of work, staffing, scheduling and budget.

6. PRICING

The GEMS award establishes fixed prices for a set of common training and environmental review tasks (exclusive of travel and logistics costs). For other tasks, it establishes fixed time and materials (T&M) rates for different categories of expertise. These price schedules are available from the COTR and Activity Managers.

7. AWARD DETAILS

Award #	AID-OAA-M-11-00021
Issued under	GSA Multiple Award Schedule (Cadmus GSA Multiple Award Schedule Contract No.: GS-10F-0105J)
Period of Performance	22 Sept 2011–21 Sept 2012 base yr 22 Sept 2012–21 Sept 2013 ext year
Ceiling	\$7.7mn base year; \$7.9mn extension year

8. CONTACTS

Contract Officer	Patrick Mudd, OAA pmudd@usaid.gov
Contracting Specialist	Jimmie Curtis, OAA jcurtis@usaid.gov

COTR	Brian Hirsch, AFR bhirsch@usaid.gov
Deputy COTR	Joyce Jatko, EGAT jjatko@usaid.gov

Activity Managers (Bureau Environmental Officers)	
AFR	Brian Hirsch bhirsch@usaid.gov
Asia/Middle East	Robert MacLeod rmacleod@usaid.gov
LAC	Victor Bullen vbullen@usaid.gov
DCHA	Erika Clesceri eclesceri@usaid.gov
EGAT	Joyce Jatko jjatko@usaid.gov
GH	Teresa Bernhard tbernhard@usaid.gov

Implementer Key Personnel	Mark Stoughton, Team Leader The Cadmus Group, Inc. Mark.Stoughton@cadmusgroup.com
	Scott Solberg Environmental Management and Training Specialist Sun Mountain International ssolberg@smtn.org
	Wes Fisher, EIA Specialist The Cadmus Group, Inc. Weston.Fisher@cadmusgroup.com



Global Environmental Management Support Project (GEMS)

Pricing & Ordering Guide



Note: Intended as a supplement to the GEMS Factsheet*

v DRAFT 20 Jan 2012

Overview

GEMS is structured differently from many USAID contracts. Activities (such as workshops, environmental assessments, etc.) are ordered as one—or more often, a combination of—CLINS (Contract Line Item Numbers) whose definitions and unit costs are established by the GEMS award. GEMS uses a combination of fixed-price (FP), time-and-materials (T&M) and reimbursable-cost CLINS.

The GEMS award divides GEMS CLINs into functional groups. Those relevant to mission buy-ins are summarized in the table below. The entailed CLINS in each group are presented in subsequent tables, with unit prices and ordering/budgeting notes.

As GEMS prime contractor, the Cadmus Group will work with the requesting operating unit and the GEMS Activity Manager (AM, being the cognizant Bureau Environmental Officer) to develop an agreed scope of work, staffing, scheduling and budget for requested activities. Cadmus will translate the SOW and budget into GEMS CLINs orders for AM and COTR approval.

The table below presents indicative activities. It does not list every activity that can be undertaken within the scope of GEMS. GEMS was designed with a broad scope to cover most foreseeable environmental compliance/environmentally sound design and management support needs. If in doubt about whether an activity is “within scope,” consult your cognizant GEMS activity manager/BEO (see GEMS Factsheet).

Overview of GEMS CLINS

Group	Name	Summary of activities supported
02	TRAINING SERVICES (fixed price, T&M)	Environmental Compliance/ESDM Training workshop planning and delivery, and training materials/curriculum development. Includes on-line/distance training. Development of modules, sessions or presentations for use in other USAID workshops and fora.
03	TECHNICAL AND ANALYTICAL SUPPORT (fixed price, T&M)	Developing & Reviewing (1) pre-implementation environmental reviews per 22 CFR 216 (Requests for Categorical Exclusion, IEEs and EAs); (2) sub-project reviews; (3) EMMPs and similar documents (4) FAA 118/119 assessments) and (5) climate vulnerability assessments and other environmental analyses. BEO, REA and MEO backstopping. Developing environmental compliance/ESDM guidance materials. Post-disaster environmental assistance. Field environmental compliance monitoring. Environmental management collaboration/capacity building with other donors and host country governments.
04	KNOWLEDGE MANAGEMENT, LEARNING AND COMMUNICATIONS (fixed price, T&M)	Tasks intended to: a) increase access to all GEMS resource materials through knowledge management; and/or b) to improve environmental compliance monitoring; and/or c) develop/implement strategic environmental communications plans
00T	Travel and Transport (reimbursable cost)	Travel, transport, and per diems Training and guidance materials reproduction Venue & in-country logistics and similar costs entailed in tasks programmed under CLIN groups 02–04

Group 02: Training Services

CLIN#	Name	Type	Unit Price*	Ordering/budgeting notes
Training in Environmental Compliance and Environmental Compliance and ESDM for USAID Staff & Partners				
02A	1 Day Training	FP	\$20,534	Fixed prices for TRAININGS cover moderate adaption of existing training materials/ curricula, home office support, and the labor of a lead facilitator & lead technical trainer. NOT covered are: <ul style="list-style-type: none"> Travel, per diem, venue costs, materials reproduction costs, and in-country workshop logistics/administrative costs, which are budgeted under 00T (see below). Translation costs, which are budgeted under 04A & 04B Significant curriculum/materials development, which is budgeted under the T&M CLINs 02G-02I. Transit time & the contributions of any other experts/facilitators, which are budgeted under the T&M CLINs 02G-02I. When involving field work, workshops are typically ordered with a preplanning exercise (02E or 02F). These CLINs cover labor costs of a consultant to undertake a planning visit and associated home office support for the purpose of identifying venue and case sites, sourcing local procurement items, and establishing roles and responsibilities. They require collaboration/engagement from the host mission. Preplanning travel costs are separately budgeted under 00T.
02B	2-Day Training	FP	\$23,492	
02C	3-Day Training	FP	\$28,697	
02D	4-day Training	FP	\$36,860	
Preplanning of Training Event that includes field work				
02E	For 1-2 day Training	FP	\$10,079	
02F	For 3-5 day Training	FP	\$13,408	
Additional Training Implementation and Design Services				
02G	Junior Analyst/Facilitator	T&M	\$591/day	Examples of tasks budgeted under these T&M CLINS include: <ul style="list-style-type: none"> Original curriculum and training materials development, Transit time for training staff Contributions to training delivery of experts/facilitators beyond the lead facilitator and lead technical trainer.
02H	Mid-level Analyst/Facilitator	T&M	\$832/day	
02I	Senior Analyst/Facilitators	T&M	\$1220/day	

*unit prices increase slightly in the 2nd contract year.

Group 03: Technical and Analytical Support

CLIN#	Name	Type	Unit Price*	Ordering/budgeting notes
22 CFR 216 Documents numbered and priced in order of increasing complexity)				
03A	Level 1 Env Review	FP	\$806	e.g. Categorical Exclusion for a Single Activity, minimal if any consultation. (click for example) The assumed staffing pattern for all 22 CFR 216 documents is a single environmental reviewer; if additional specialist expertise is needed, it will be budgeted under CLINS 03G-I. If field work is required, travel costs will be budgeted separately under 00T. Transit salary will be budgeted under CLINS 03G-I.
03B	Level 2 Env Review	FP	\$2,708	
03C	Level 3 Env Review	FP	\$5,415	
03D	Scoping statement for EA with Minimal Public Consultation	FP	\$16,885	
03E	Scoping Statement for EA with Significant Public Consultation	FP	\$31,746	
Other Environmental Analyses				
03F	FAA 118/119 (Tropical Forestry & Biodiversity) Analysis	FP	\$59,641	Does not include travel costs, which will be budgeted separately under 00T or transit salaries, budgeted under CLINS 03G-I.
Additional Technical and Analytical Support Services				
03G	Junior Analyst	T&M	\$696/day	Examples of tasks budgeted under these T&M CLINS include: <ul style="list-style-type: none"> 22 CFR 216 documents more complex than CLINS 03A-E additional specialist expertise to contribute to CLINS 03A-E field environmental monitoring environmental guidance development
03H	Mid-level Analyst	T&M	\$979/day	
03I	Senior Analyst	T&M	\$1436/day	

*unit prices increase slightly in the 2nd contract year.

Group 04: Knowledge Management, Learning and Communications

CLIN#	Name	Type	Unit Price*	Ordering/budgeting notes
Translation				
04A	Document translation (from English into Spanish, French, or Portuguese)	FP	\$40/page	--
04B	Oral interpretation, consecutive (from Spanish, French, or Portuguese into English)	FP	\$250/day	--
Compliance Assessment				
03F	Environmental Procedures Best Practices Review of USAID operating unit environmental compliance status, policies, procedures, and capacities.	FP	\$33,983	Follows the general process outlined in the BPR Factsheet . Does not include travel costs, which will be budgeted separately under 00T, or transit salaries, budgeted under CLINS 04D-F. Extended field surveys will require additional T&M effort, budgeted under CLINS 04D-F.
Additional Knowledge Management, Learning and Communications Support Services				
04D	Junior Analyst	T&M	\$626/day	Examples of tasks budgeted under these T&M CLINS include: <ul style="list-style-type: none"> ▪ BPR transit salary ▪ Database/website management & development ▪ Development & management of IT tools and systems to support environmental compliance ▪ Adapting and developing program-specific environmental indicators and monitoring systems ▪ Strategic communications for improved environmental management
04E	Mid-level Analyst	T&M	\$881/day	
04F	Senior Analyst	T&M	\$1292/day	

*unit prices increase slightly in the 2nd contract year.